

ADCI Opening Remarks
at the
Human Resource Modernization
and Compensation Task Force Seminar
0900 hours, Wednesday, 29 April 1987
CIA Auditorium

This program today is about change. Human nature usually has problems dealing with change. We get comfortable with the familiar and anything else seems disruptive. This natural reaction is one of the reasons we do not manage change well. Even when we know it is needed--even when we know it is inevitable--we procrastinate until it is upon us and it becomes even more difficult to deal with because we wait so long. We do better than most bureaucracies. The ability to change, to renew, to be dynamic is what has enabled us to sustain the vitality we have had for forty years. We seem to do better at responding to change in the external environment than we do at changing within. Organizational change is hard for any institution and for us as individuals. As managers, we have an added responsibility. In addition to any of our own qualms, we have an obligation to plan for, manage, and ease the uneasiness of those who count on us to be in charge.

The change we are talking about today is a bread and butter issue--pay and benefits for our people. This Agency is unique; we have known that since it's birth. We have a multi-talented work

force, we are recognized for our work ethic and integrity, and we are given some of the toughest jobs in town. But today we face unprecedented challenges--in continuing to recruit the high quality talent we need; in dealing with traditional collection requirements while accepting new tasking in areas unheard of ten years ago; in working under conditions overseas which bear little resemblance to the good old days of the 1950's and 1960's; and in developing new strategies for tough problems like international terrorism.

More than ever before, we have to preserve our uniqueness if we are to meet these challenges. Part of preserving that uniqueness is insuring that the package of pay and benefits we offer our employees recognizes that they are different from the average public servant.

The General Schedule, government leave policy and other benefits were developed long before there was a CIA. When the Central Intelligence Agency was chartered in 1947, we adopted some of these standard government systems, and we developed some of our own, like CIARDS and Rank in Person. Times have changed. People have changed. Our business has become more complex. It's time we looked again at the fundamental issue we faced when our forbearers built this organization from scratch: What is the best way to attract, retain and reward our people?

We do not know the answer to that question yet, but we are working on it and we are going to shape our future, not let it roll over us.

Today you will be hearing about what has been done so far and about some of the strategies which have proven effective in helping large organizations deal with change. I think it is fair to say that we have decided some change is necessary. It would be premature to say that the change is fully defined.

[] is going to bring you up to date on the work done so far by the Human Resources Modernization and Compensation Task Force. Last week this group spent four days [] taking stock of their first six months and developing a preliminary design for our consideration. A lot of good work has been done with considerable input from the employees of this organization. The contribution of employees, including all levels of management, is essential to defining and implementing whatever changes we ultimately decide to make. We want change that has the understanding and commitment of the people it will affect.

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Following Ed's remarks [] will talk about the phenomenon of change and what steps we can take to ease the transition from the old to the new. Your job today is to listen, question, challenge and then go back and think about what you can contribute both in terms of your own ideas and of how you can help your employees accept and participate in our future.

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